

2 August 1958

MEMO FOR: Mr. Stewart

SUBJECT: Review of Personnel Activities at DD/P Division and Staff Level

1. In connection with the requirement DD/S has placed on us to survey personnel activities and procedures throughout the Agency (but with emphasis on DD/P), we asked Mr. [REDACTED] to gather information as to the type of functions carried on in Division and Staff personnel units in DD/P. He has visited each of those offices and his notes and comments are attached.

2. I instructed Bob to explain his interest was in gathering job information to assist the SP Career Board in considering assignments. His report does not purport to contain detailed job sheets. [REDACTED] SWD, has indicated an interest in obtaining a copy to correlate with job descriptions filed in their office. I think this would be inappropriate because of the basis on which the review was conducted and the incompleteness of the results for that purpose.

3. I found Bob's notes interesting although not particularly helpful in highlighting areas of possibly unnecessary duplication in the work done at this level and in CSPD.

[REDACTED] 25X1A9a

DOC	6	REV DATE	17-6-81	BY	006/99
ORIG CLASS	C	PAGES	15	REV CLASS	C
JUST	22	NEXT REV	2011	AUTH	HR 18-2

SUMMARY SHEET

1. DD/P Divisions and Staffs Sampled:

- a. EE
WH
SR
NEA
IO
PP Staff

b. Reasons for excluding others:

- FE - In a state of major reorganization for the last few months. Have asked to see Executive Officer about their problems.
- WE - Contemplated switching the senior personnel officer position in the next month resulting probably in a new look at the method of operation.
- FI - Just broken up into new segments -- personnel support picture cloudy to say the least at the present time.
- TSS - A different set-up from the rest of DD/P. They have their own panel authority up to and including GS-14. There is very little rotation in or out of TSS. In my opinion they are similar to the Office of Communications in regard to rendering support.

2. Short comments on sampled components:

a. EE

Contemplated reorganization designed to eliminate duplication, better training of their personnel officer, and to exclude the possibility of "dropping the ball" on any problems.

Problem - The near certain move of Mr. [REDACTED] 25X1A9a
D/Chief, may result in another look that may result in the Chief, EE Personnel having to assume the "office manager" role until such time as [REDACTED] replacement is fully cognizant of EE's personnel operations. 25X1A9a

b. WH

Apparently a smooth running operation with the existing team remaining in place for at least a year. No

reorganization being considered and based on a quick examination none needed.

Problems - None

c. SR

This component has been going over the past few months from an unofficial method of handling the work to a more clearly defined functional set-up in which all members of the personnel staff understand their responsibilities. Incumbent of the GS-11 (third position) is being relieved of miscellaneous personnel duties and assigned to handle contract cases exclusively.

Problems

1. Incumbent of the second GS-7 position (General Personnel Assistant) has been found wanting, thus slowing up the work of the D/Chief and the Personnel Officer (GS-11) handling contracts. [REDACTED] is their candidate to replace this incumbent who is being moved to FE.
2. Organizing the files on contract cases and setting up an effective mechanism for centralized SR control. Project is moving along very satisfactorily and will probably be completed within a year.

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d. NEA

A diversified personnel activity with numerous employee relations type problems in the field coupled with the difficulty of getting a sufficient number of clerical employees to the field. Management Staff has recently conducted a survey, the report of which will be furnished by NEA. Basically, Management Staff objects to the "straw boss" activity of the GS-11 (third position).

Problem

The exact method to be used in reorganizing is not crystallized as of this time. However, Chief, NEA Personnel does plan on eliminating the "straw boss" concept on a trial basis.

e. PP Staff

This is not the normal type program. The senior personnel officer is somewhat weak but is supervised by a GS-15 careerist, i.e., the Chief of Support, Mr. [REDACTED] There 25X1A9a

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are residual problems although the Career Management function has been moved to the Clandestine Services Personnel Division.

Problem

The need for a stronger personnel officer and an evolutionary localizing of personnel functions.

f. IO

Two-man shop with unique problems due to subsidiary and proprietary activities. The assistant, Mrs. [REDACTED] has just been assigned and there is so much day-to-day work to do that adequate norms for simplification of procedures have not been set up. There is not at this time even an adequate suspense system which could save time and effort. IO Personnel Officer realizes this and has asked CMO and D/ExO to consider the possibility of a six-month detail (GS-9 to 11) to analyze the existing problems and revamp things in such a way as to simplify personnel support procedures.

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Problem

Work simplification that is held up due to the volume of work in ratio to number of personnel employees in the Division.

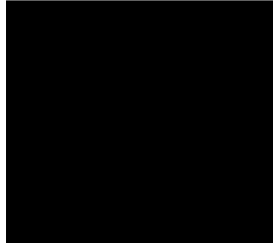
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EE Personnel

SP Career Positions

25X1A9a

GS-13
GS-12
GS-11
GS-11
GS-9
GS-7
GS-7



Chief of EE Personnel
D/Chief of EE Personnel

BG-32
BG-33
BG-34
BG-35
BG-1206
BG-256
BG-1275

General

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EE has recently acquired a new Chief Personnel Officer, i.e., [REDACTED] He is now planning a reorganization in their shop which is designed to eliminate duplication, streamline the operation, and to afford more equitable distribution of the work load. Mr.

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[REDACTED] feels that the big problem is effective communications and they hope that this new concept will result in making communications between all the employees more effective.

The change should take place within a month and the CMO/OP will be furnished a copy of the final plan when same is completed. Principally, the D/Chief will become the "Office Manager" and coordinator leaving the Chief free to attend meetings, forecast, etc.

Breakdown of Responsibilities

25X1A9a

GS-13 [REDACTED] Chief/EE Personnel

Duties - Responsible for the entire EE Personnel Program. Handles very sensitive and difficult problem cases. Attends meetings. Deals with higher echelons on personnel plans, problems, and procedures. Responsible for developing new methods or procedures that will facilitate EE Personnel Operations. Long range planning.

25X1A9a

GS-12 [REDACTED] D/Chief EE Personnel

Serves as the "Office Manager" of the personnel shop responsible for making work assignments and supervising the entire program from day to day. Concerns himself with reassignment of field types and

Headquarters replacements excluding clerical ones. Problem cases are handled at this echelon. Counsels professionals assigned to EE. Assists in forecasting and other personnel planning.

25X1A9a GS-11 [REDACTED] and General 25X1C4a

EE is attempting to train this man in such a way as to broaden his work experiences. He is now assigned to be, and is to remain, in [REDACTED] etc. Will assist Branch Chiefs with their problems. Writes dispatches and handles miscellaneous personnel problems as assigned by the D/Chief EE Personnel.

25X1C4a
25X1C4a

25X1A9a GS-11 [REDACTED] Processing and Monitoring Contract
Employee Program

25X1C4a
25X1C4a

Handles in and out [REDACTED] processing coordinating with Central Cover, etc. Keeps the base reports current, advises employees what they are to be concerned with and the general and specific set-up in the [REDACTED]

25X1A6a

Handles the contract employees (not agents). Advises the Branches on various aspects of Contract Agents including preparation of the Agent Check List and pertinent sections of the Project Outline. Other duties as directed.

25X1A9a

GS-09 [REDACTED] SWD Liaison and Clericals

Maintains effective liaison with Salary and Wage Division concerning requests for upgradings, new positions, new T/O exercises, etc. Prepares all dispatches and requests regarding this subject. Responsible for preparing and training clerical employees to go to the field. Conducts interviews, counsels and generally monitors EE use of Clerical Employees.

25X1A9a

GS-07 [REDACTED] Head of EE Transactions and Records (PI)

Supervises the T and R-PI type function of EE Personnel such as maintenance of a cardex PI, cutting of actions, logging, etc. Two (2) employees assist him in this activity. Personally responsible for reoccurring reports on ceiling, positions, etc.

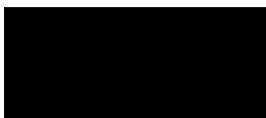
Summary

EE is blessed with a capable group of persons and is probably one of our better personnel shops in the [REDACTED]. However, they realize that there perhaps has been some duplication with the corollary problem of someone occasionally "dropping the ball". The substantive work is usually of a high calibre, and the reorganization is intended to correct and/or improve procedural activities within the function. Thus, the setting up of the Deputy Chief as the "Office Manager" in order to more equitably distribute the work, prevent duplication of effort, and broaden the skills and knowledge of the assigned employees appears to be a step forward and reflects a realization within EE Personnel that even supposedly smooth operating shops can be improved.

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25X1A9a

GS-13
GS-11
GS-7General

25X1A9a

WH Personnel shop appears to be a well run activity. There is no confusion, everyone appears to know his function, and there is no intent to reorganize. Inasmuch as Mr. [REDACTED] will remain at least another year as Chief, WH Personnel, conditions would appear to remain good and stable during that time.

Breakdown of Responsibilities

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GS-13 [REDACTED] Chief, WH Personnel

Duties - Responsible for entire personnel program within WH. Personally handles professional placement and selection-out cases. Non-precedent type cases or problems are handled at this level. Secretary to the WH Career Panel in addition to being advisor on personnel matters to the Chief, WH Personnel. Proposes cables and dispatches that are signed by Chief, WH Personnel. Conducts liaison with SWD/OP.

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GS-11 [REDACTED] 9 Assistant Personnel Officer

25X1C4a

Duties - Coordinates [REDACTED]

25X1C4a

Prepares dispatches and cables on a myriad of personnel matters. Maintains Employee Service Record Cards, and prepares various personnel reports. Conducts liaison with offices and OP and the DD/P complex on day-to-day personnel matters. Maintains [REDACTED] Staffing Patterns in accordance with approved WH T/O.

25X1C4a

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GS-7 [REDACTED] Personnel Assistant

Duties - Responsible for maintaining WH PI and for doing WH part of cutting and processing personnel actions. Prepares routine cables and dispatches. Serves as RI Pseudo Officer for the Division. Other assistant type duties as directed.

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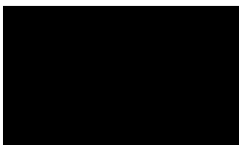
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SR Personnel

SP Career Positions

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GS-13
GS-12
GS-11
GS-07
GS-07



Vacant * Has not been filled recently by SP Types.

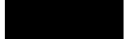
General

SR Personnel is also engaged in reorganization. The incumbent of the GS-11 position has previously been engaged in more than one activity, but due to the large number of contract types within this Division she has been assigned full time to contract activity, at least until such time as the whole Contract program is running smoothly. In contrast to EE, the Chief, SR Personnel is the "Office Manager" and decides the work distribution. When he came to SR over a year ago the work came in and, as it went along the line, everybody took what they could handle best. Now work assignments are on a functional basis with each person within the shop clearly aware of what his or her assignment is.

It should be noted that SR is different from the other Area Divisions inasmuch as they must place their people whom they send overseas within the jurisdiction of some other division within the overseas base or station.


Breakdown of Responsibilities

25X1A9a

GS-13  Chief/SR Personnel

Duties - Responsible for the SR Personnel Program. Controls work distribution. Personally handles Selection-Out and Promotion cases. Attends meetings and handles non-precedent type cases.

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GS-12  D/Chief/SR Personnel

Duties - Serves as Deputy Chief of the personnel activity. Handles professional placement of SR employees. Also monitors JOT program within the Division (18 JOT's). Secretary to Division Personnel Planning Group which reviews FRQ's and is concerned with

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proper utilization of SP personnel. Maintains liaison with SWD regarding upgradings, T/O exercises, etc.

25X1A9a GS-11 [REDACTED] 9 Contracts

Duties - Handles contract types (400). Also "deep cover" staff types. In addition to setting up and maintaining centralized control, is concerned with policy implications regarding staff types.

25X1A9a GS-7 [REDACTED] 6 Clerical Placement and PI

Duties - Maintains the SR and PI. Cuts actions ensuring that attachments and concurrences are complete. Controls timely submissions of Field Fitness Reports. Drafts dispatches on routine matters. Handles SR Clerical Placement.

GS-7 (Vacant) - (Under discussion for possible transfer to DS)

Duties - General Assistant to D/Chief/SR Personnel and the Personnel Officer handling contracts including maintenance of contract records. Types PPG minutes.

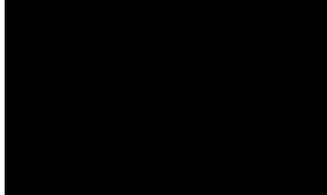
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NEA Personnel

SP Career Positions

GS-13
GS-12
GS-11
GS-9
GS-7



General

Management Staff has completed a study of the personnel activity within NEA. The Chief, NEA Personnel will furnish a copy to this office when he receives their complete written recommendations. It is contemplated that Management Staff will recommend discontinuing the "straw boss" supervisory function now being performed by [REDACTED] who is in the GS-11 position.

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Chief, NEA Personnel intends to drop the "straw boss" concept soon which will result in a reorganization of approximately 3 positions in the shop - some SP and some DS.

Breakdown of Responsibilities

GS-13 [REDACTED] Chief, NEA Personnel

Duties - Responsible for entire personnel program within NEA. Handles all non-precedent problems. Attends meetings. Conducts liaison with Salary and Wage Division as regards T/O exercises. Serves as Division Security Officer (Headquarters and Field) spending approximately 2% of total work hours on this function. Also serves as the Division Evacuation Officer.

GS-12 [REDACTED] D/Chief, NEA Personnel

Duties - Serves as D/Chief of NEA Personnel assisting the Chief as directed. Reviews files and qualifications. Handles professional and clerical placement within NEA. This is the work distribution point in NEA Personnel. Also concerned with liaison with SWD on up-gradings and reclassification actions.

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GS-11 [REDACTED] Processing, Cover, Integration, and Supervision

25X1C4a

Duties - Responsible for all processing and records; [REDACTED] and other types of cover; FRQ's; Fitness Reports; and, straight reports. Supervises 3 employees who are engaged in assisting in the above duties.

25X1C4a

25X1A9a

GS-9 [REDACTED]

25X1C4a

Duties - [REDACTED] and/or all types of cover. Sets up medicals, etc., and performs necessary coordination to effect smooth processing.

25X1C4a

25X1A9a

GS-7 [REDACTED] Contracts

Duties - Handles Contract Agents and Employees ensuring that the check list is complete and accurate, and medical and security regulations or requirements are complied with. Follows-up on FRQ's, handles insurance, and is responsible for Military Fitness Reports.

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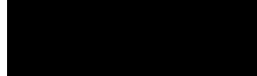
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PP STAFF PERSONNEL

SP Career Positions

25X1A9a

GS-11
GS-07



Senior PP Staff Personnel Officer
Assistant

General

Prior to the establishment of the Clandestine Services Personnel Division, The DP Career Management function was within PPS. This function has now been moved to CSPD although Mr. [REDACTED] Chief of PPS Support, says there are still some residual problems, even though the functional transfer has been officially made. The PPS Staff Personnel Officer is normally under the direction of a GS-13 Administrative Officer, but the situation is somewhat different in this Staff than it is in the other DD/P Staffs and Divisions. Mr. [REDACTED] GS-15 (SP Designation), the Chief of Support, because of his long background in personnel work, tends to enter into personnel activities more than other support chiefs; thus, the need for a strong independent type Senior Personnel Officer has not been needed in this Staff as much as in other Staffs or Divisions within the DD/P complex.

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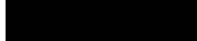
25X1A9a

Mr. [REDACTED] departure from PP Staff could prove to be somewhat a problem inasmuch as the present Personnel Officer is not the senior independent type that would carry the program with a minimum of supervision.

Breakdown of Responsibilities

25X1A9a

GS-11



Senior PP Staff Personnel [REDACTED]

Responsible for the PP Staff personnel program subject to limitations imposed by Chief Support Staff. Primarily concerned with proper placement of professional individuals within the PP Staff or placement of same outside of PPS Area Divisions. Responsible for incoming processing and briefing of employees who are GS-12 or less. Responsible for internal personnel procedures and practices. Conducts liaison with Salary and Wage Division regarding processing of T/O's, and assists PPS personnel in submission of job information.

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25X1A9a GS-7 [REDACTED] Assistant

General assistance to Personnel Officer as directed. Counseling of clericals and arranging ad hoc temporary assignments of PPS Clericals to handle "crash" work loads. Maintains Kardex PI, prepares actions, prepares various reports after compilation of statistical data, and prepares data sheets for promotion purposes. Does T&A review coupled with check distribution.

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IO Personnel

SP Career Positions

25X1A9a

GS-12
GS-9



General

25X1A9a

IO has some unique feature about its personnel function, i.e., the subsidiary and proprietary company considerations which are not found, to this degree, within the responsibilities of other personnel jobs in DD/P. This is a small two man personnel shop whereby the second person must be kept advised of all activities in order to take over as the need arises. Miss [REDACTED] the assistant, has just been assigned there, but is doing very well according to her supervisor.

The IO Personnel Officer feels that a lot could be done to streamline their personnel operations such as setting up a good workable suspense file, etc. The problem is that this two man shop is so busy doing the day-to-day work that there is no time to study and, subsequently, set up new procedures. In light of this problem, the Personnel Officer has asked the CMO/OP to see if someone could be assigned for on-the-job training to IO to study the various problems and assist in implementing new personnel procedures. This sounds like an excellent training opportunity with the only problem being the possible security implications. Mr. [REDACTED] will advise us 25X1A9a regarding this problem as soon as he can receive clarification from his supervisors.

Breakdown of Responsibilities

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GS-12 [REDACTED] Chief, IO Personnel

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Duties - General responsibility for all IO personnel activities. Contract processing including coordinating personal finance of contract types and Staff Agents. Serves as intermediary with the Comptroller's Office regarding [REDACTED] Serves as Records Management Officer for the Division. Responsible for the training function in IO. Secretary to IO Career Panel. Performs liaison with SWD.

25X1A9a

GS-9 [REDACTED] Personnel Assistant

Duties - General assistant and performs as many of the Personnel Officer's duties as possible during his absence. Maintains the PI, prepares personnel actions. Prepares [REDACTED] letters and routine dispatches. Also handles Credit Union interchanges and questions on leave, etc. Briefs personnel as necessary, and serves as assistant Records Management Officer and Training Assistant.

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